

# SCIENCE & TECHNOLOGY LEADER SURVEY SUBJECT LIST

1. John Smith

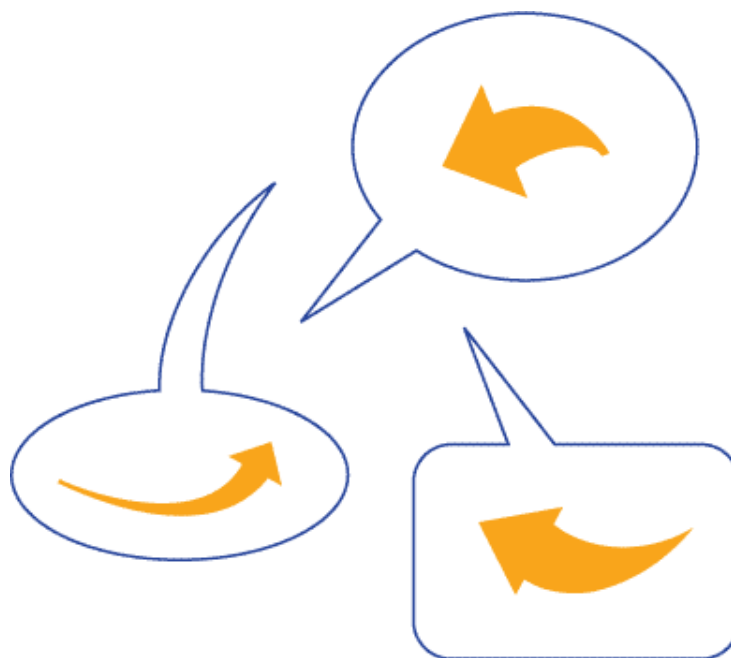
**Subjects 1-1 of 1 total subjects**

# Science & Technology Leader of The Future

**Leadership Development Survey**  
Confidential Feedback Report  
John Smith

Individual Development

December 02, 2005



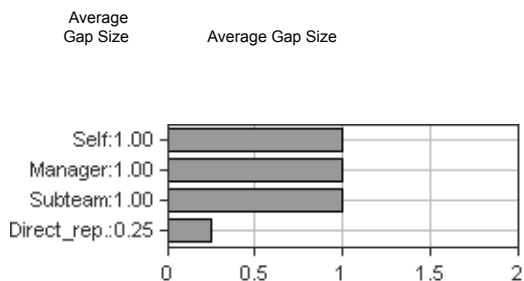
LEADERSHIP COLLABORATION & DEVELOPMENT

## SCIENCE & TECHNOLOGY LEADER SURVEY LISTING OF INDIVIDUAL BEHAVIORS

How often does this person:

### *BUSINESS FOCUS*

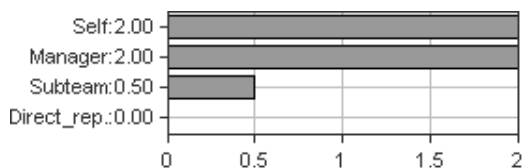
2) Discuss technical matters in a manner clear and understandable to business colleagues?



Gap Size Distribution

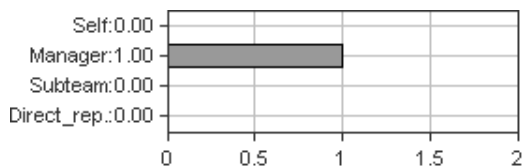
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|   |        | 1 | 1 |   |   |
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5) Make decisions that reflect sound business judgment?



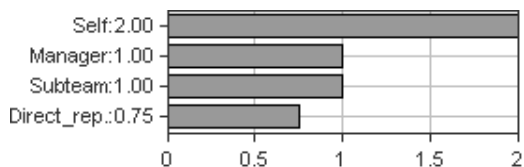
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|   | 1      | 1 |   |   |   |
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15) Apply proven, up-to-date technology to business problems?



| R | No Gap | 1 | 2 | 3 | 4 |
|---|--------|---|---|---|---|
|   |        | 1 |   |   |   |
|   |        | 1 |   |   |   |
|   |        | 2 |   |   |   |
|   | 4      |   |   |   |   |

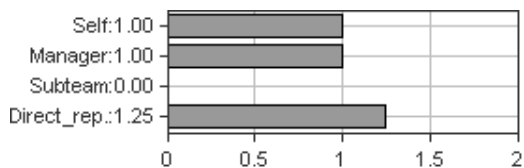
23) Present solutions that address customer needs?



| R | No Gap | 1 | 2 | 3 | 4 |
|---|--------|---|---|---|---|
|   |        |   | 1 |   |   |
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|   |        | 2 |   |   |   |
|   | 1      | 3 |   |   |   |

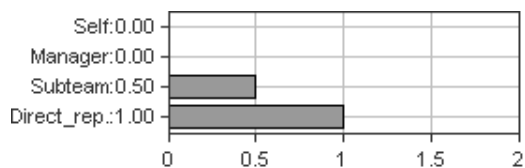
### *COLLABORATION*

3) Confront issues that are limiting team effectiveness?



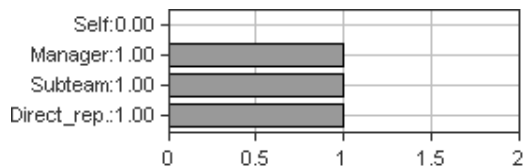
| R | No Gap | 1 | 2 | 3 | 4 |
|---|--------|---|---|---|---|
|   |        | 1 |   |   |   |
|   |        | 1 |   |   |   |
|   | 2      |   |   |   |   |
|   |        | 3 | 1 |   |   |

4)Partner with external contacts to leverage resources?



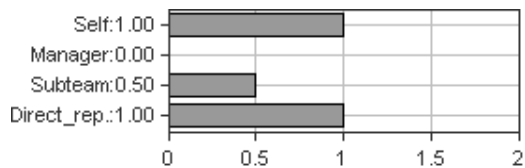
| R | No Gap | 1 | 2 | 3 | 4 |
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|   | 1      |   |   |   |   |
|   | 1      |   |   |   |   |
|   | 1      | 1 |   |   |   |
|   | 2      | 1 |   | 1 |   |

10)Mentor others to be effective leaders?



| R | No Gap | 1 | 2 | 3 | 4 |
|---|--------|---|---|---|---|
|   | 1      |   |   |   |   |
|   |        | 1 |   |   |   |
| 1 |        | 1 |   |   |   |
|   | 1      | 2 | 1 |   |   |

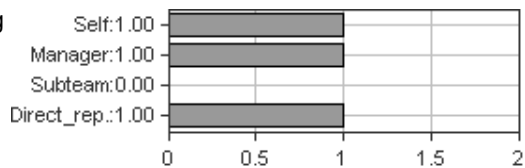
27)Bring together the right people to solve complex problems?



| R | No Gap | 1 | 2 | 3 | 4 |
|---|--------|---|---|---|---|
|   |        | 1 |   |   |   |
|   | 1      |   |   |   |   |
|   | 1      | 1 |   |   |   |
|   | 1      | 2 | 1 |   |   |

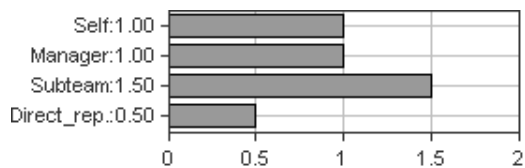
**CREATIVITY AND INNOVATION**

20)Treat mistakes as learning experiences?



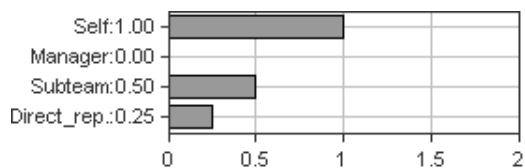
| R | No Gap | 1 | 2 | 3 | 4 |
|---|--------|---|---|---|---|
|   |        | 1 |   |   |   |
|   | 1      |   |   |   |   |
| 1 | 1      |   |   |   |   |
|   | 1      | 2 | 1 |   |   |

24)Encourage others to take risks (and experiment) to develop new, better solutions?



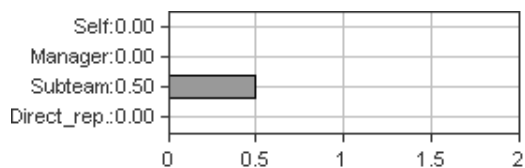
| R | No Gap | 1 | 2 | 3 | 4 |
|---|--------|---|---|---|---|
|   |        | 1 |   |   |   |
|   |        | 1 |   |   |   |
|   |        | 1 | 1 |   |   |
|   | 2      | 2 |   |   |   |

25)Demonstrate up-to-date knowledge of industry issues and global trends?



| R | No Gap | 1 | 2 | 3 | 4 |
|---|--------|---|---|---|---|
|   |        | 1 |   |   |   |
|   | 1      |   |   |   |   |
|   | 1      | 1 |   |   |   |
|   | 3      | 1 |   |   |   |

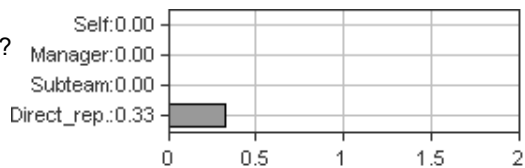
31) Introduce new, creative ideas even when unpopular?



| R | No Gap | 1 | 2 | 3 | 4 |
|---|--------|---|---|---|---|
|   | 1      |   |   |   |   |
|   | 1      |   |   |   |   |
|   | 1      | 1 |   |   |   |
|   | 4      |   |   |   |   |

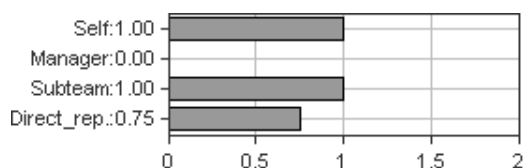
**HIGH IMPACT COMMUNICATION**

14) Listen to others people's ideas with an "open mind"?



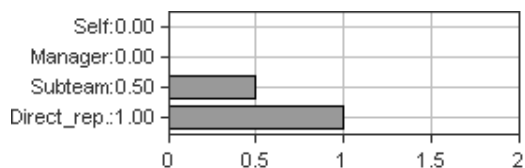
| R | No Gap | 1 | 2 | 3 | 4 |
|---|--------|---|---|---|---|
|   | 1      |   |   |   |   |
|   | 1      |   |   |   |   |
|   | 2      |   |   |   |   |
| 1 | 2      | 1 |   |   |   |

16) Ask questions to learn more about what people are saying?



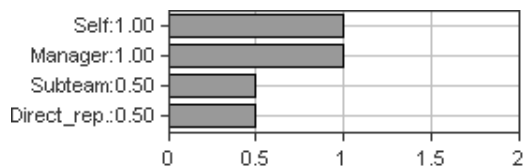
| R | No Gap | 1 | 2 | 3 | 4 |
|---|--------|---|---|---|---|
|   | 1      |   |   |   |   |
| 1 |        | 1 |   |   |   |
|   | 1      |   | 1 |   |   |
|   | 2      | 1 | 1 |   |   |

17) Lead meetings in a timely, effective manner?



| R | No Gap | 1 | 2 | 3 | 4 |
|---|--------|---|---|---|---|
|   | 1      |   |   |   |   |
|   | 1      |   |   |   |   |
|   | 1      | 1 |   |   |   |
|   | 1      | 2 | 1 |   |   |

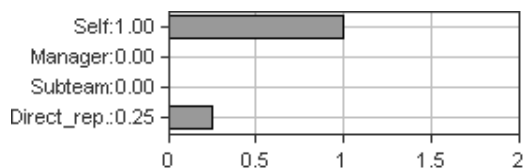
18) Communicate a clear strategy and direction?



| R | No Gap | 1 | 2 | 3 | 4 |
|---|--------|---|---|---|---|
|   | 1      |   |   |   |   |
|   |        | 1 |   |   |   |
|   | 1      | 1 |   |   |   |
|   | 2      | 2 |   |   |   |

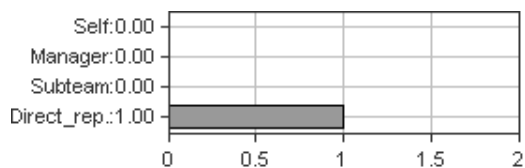
**INSPIRATION AND MOTIVATION**

8) Thank people for their efforts?



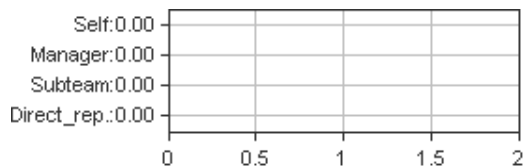
| R | No Gap | 1 | 2 | 3 | 4 |
|---|--------|---|---|---|---|
|   | 1      |   |   |   |   |
|   | 1      |   |   |   |   |
| 1 | 1      |   |   |   |   |
|   | 3      | 1 |   |   |   |

19)Balance optimism with reality?



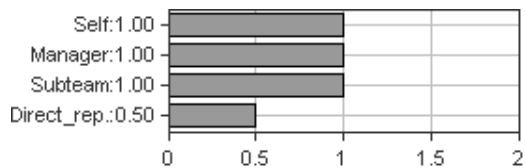
| R | No Gap | 1 | 2 | 3 | 4 |
|---|--------|---|---|---|---|
|   | 1      |   |   |   |   |
|   | 1      |   |   |   |   |
| 1 | 1      |   |   |   |   |
| 2 | 1      | 1 |   |   |   |

28)Celebrate major accomplishments and milestones?



| R | No Gap | 1 | 2 | 3 | 4 |
|---|--------|---|---|---|---|
|   | 1      |   |   |   |   |
|   | 1      |   |   |   |   |
|   | 2      |   |   |   |   |
|   | 4      |   |   |   |   |

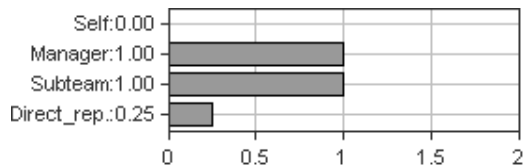
30)Discuss career development opportunities?



| R | No Gap | 1 | 2 | 3 | 4 |
|---|--------|---|---|---|---|
|   | 1      |   |   |   |   |
|   | 1      |   |   |   |   |
|   | 2      |   |   |   |   |
|   | 2      | 2 |   |   |   |

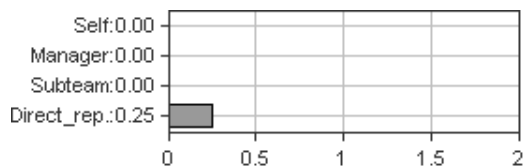
*INTEGRITY*

1)Display trust by openly sharing information?



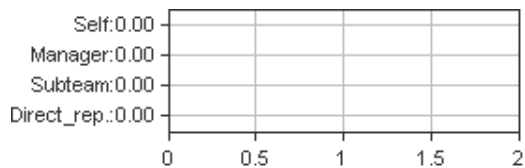
| R | No Gap | 1 | 2 | 3 | 4 |
|---|--------|---|---|---|---|
|   | 1      |   |   |   |   |
|   | 1      |   |   |   |   |
|   | 1      | 1 |   |   |   |
|   | 3      | 1 |   |   |   |

9)Show respect for the differences in people's values, beliefs, and cultural backgrounds?



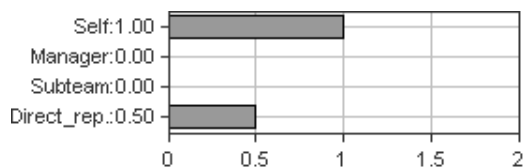
| R | No Gap | 1 | 2 | 3 | 4 |
|---|--------|---|---|---|---|
|   | 1      |   |   |   |   |
|   | 1      |   |   |   |   |
|   | 2      |   |   |   |   |
|   | 3      | 1 |   |   |   |

12)Act in an honest, ethical manner?



| R | No Gap | 1 | 2 | 3 | 4 |
|---|--------|---|---|---|---|
|   | 1      |   |   |   |   |
|   | 1      |   |   |   |   |
|   | 2      |   |   |   |   |
|   | 4      |   |   |   |   |

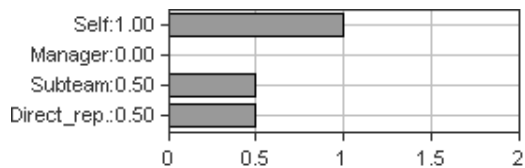
21) Deal with people in a fair, consistent manner?



| R | No Gap | 1 | 2 | 3 | 4 |
|---|--------|---|---|---|---|
|   |        | 1 |   |   |   |
|   | 1      |   |   |   |   |
|   | 2      |   |   |   |   |
|   | 3      | 1 |   |   |   |

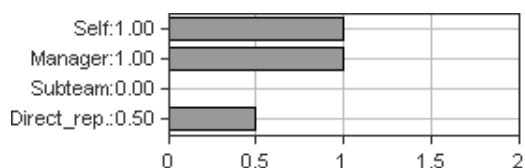
**MANAGING UNCERTAINTY**

7) Keep people informed of changes in priorities?



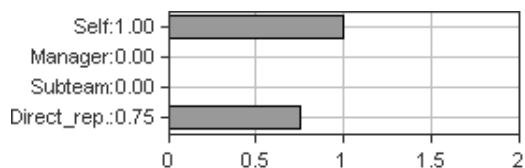
| R | No Gap | 1 | 2 | 3 | 4 |
|---|--------|---|---|---|---|
|   |        | 1 |   |   |   |
|   | 1      |   |   |   |   |
|   | 1      | 1 |   |   |   |
|   | 3      |   | 1 |   |   |

13) Identify problems/breakdowns in their early stages?



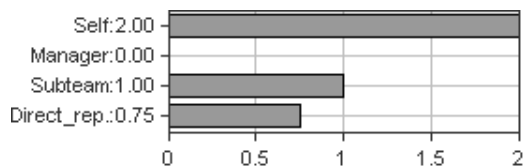
| R | No Gap | 1 | 2 | 3 | 4 |
|---|--------|---|---|---|---|
|   |        | 1 |   |   |   |
|   |        | 1 |   |   |   |
|   | 2      |   |   |   |   |
|   | 2      | 2 |   |   |   |

29) Anticipate changing conditions and priorities (rather than fighting change)?



| R | No Gap | 1 | 2 | 3 | 4 |
|---|--------|---|---|---|---|
|   |        | 1 |   |   |   |
|   | 1      |   |   |   |   |
|   | 2      |   |   |   |   |
|   | 3      |   |   | 1 |   |

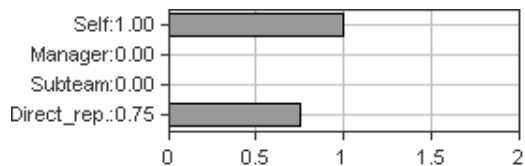
32) Provide feedback on performance in a constructive manner?



| R | No Gap | 1 | 2 | 3 | 4 |
|---|--------|---|---|---|---|
|   |        |   | 1 |   |   |
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|   |        | 2 |   |   |   |
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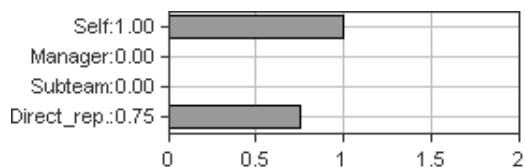
**PROJECT LEADERSHIP**

6) Delegate authority and freedom to make decisions?



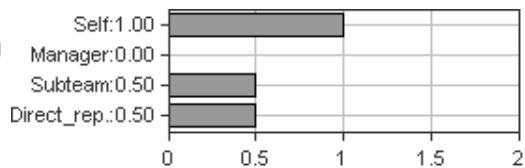
| R | No Gap | 1 | 2 | 3 | 4 |
|---|--------|---|---|---|---|
|   |        | 1 |   |   |   |
|   | 1      |   |   |   |   |
|   | 2      |   |   |   |   |
|   | 1      | 3 |   |   |   |

11) Give people the information they need to do their jobs?



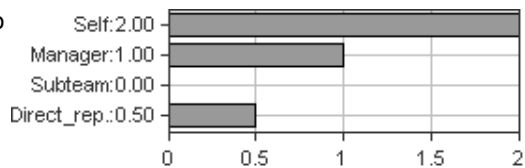
| R | No Gap | 1 | 2 | 3 | 4 |
|---|--------|---|---|---|---|
|   |        | 1 |   |   |   |
|   | 1      |   |   |   |   |
|   | 2      |   |   |   |   |
|   | 2      | 1 | 1 |   |   |

22) Remove barriers that prevent people from doing their job?



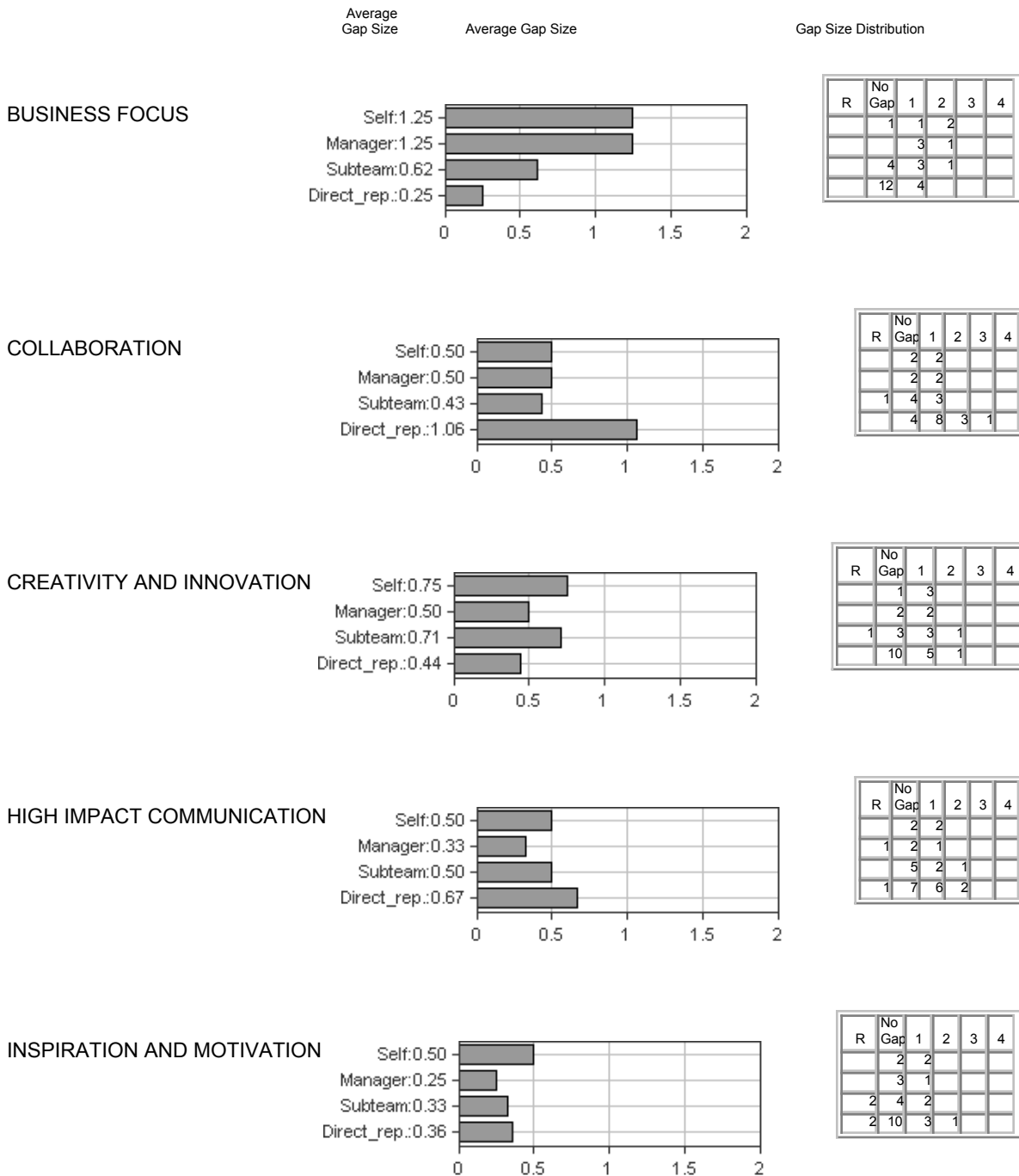
| R | No Gap | 1 | 2 | 3 | 4 |
|---|--------|---|---|---|---|
|   |        | 1 |   |   |   |
|   | 1      |   |   |   |   |
|   | 1      | 1 |   |   |   |
|   | 2      | 2 |   |   |   |

26) Develop workable plans to achieve key goals?

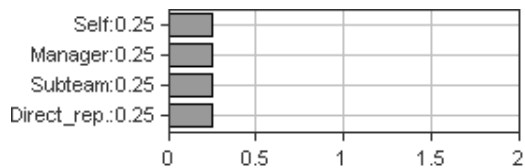


| R | No Gap | 1 | 2 | 3 | 4 |
|---|--------|---|---|---|---|
|   |        |   | 1 |   |   |
|   | 1      |   |   |   |   |
|   | 2      |   |   |   |   |
|   | 2      | 2 |   |   |   |

## SCIENCE & TECHNOLOGY LEADER SURVEY THEME REPORT

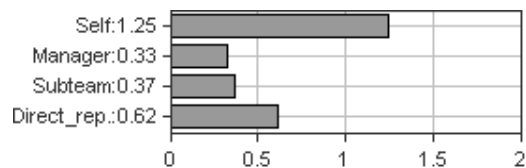


INTEGRITY



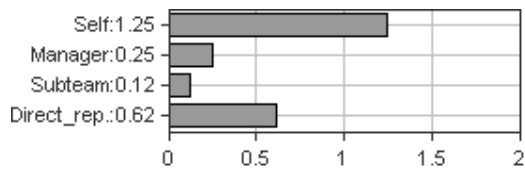
| R | No Gap | 1 | 2 | 3 | 4 |
|---|--------|---|---|---|---|
|   | 3      | 1 |   |   |   |
|   | 3      | 1 |   |   |   |
|   | 7      | 1 |   |   |   |
|   | 13     | 2 | 1 |   |   |

MANAGING UNCERTAINTY



| R | No Gap | 1 | 2 | 3 | 4 |
|---|--------|---|---|---|---|
|   | 3      | 1 |   |   |   |
|   | 2      | 1 |   |   |   |
|   | 5      | 3 |   |   |   |
|   | 9      | 5 | 1 | 1 |   |

PROJECT LEADERSHIP



| R | No Gap | 1 | 2 | 3 | 4 |
|---|--------|---|---|---|---|
|   | 3      | 1 |   |   |   |
|   | 3      | 1 |   |   |   |
|   | 7      | 1 |   |   |   |
|   | 7      | 8 | 1 |   |   |

## Overview Report

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### STRENGTHS WITH MANAGER

The following practices are the practices with the smallest Average Gap Sizes. These practices are your Strengths. Continue performing these in the future as you have in the past.

| Practice  | Gap Size |
|---|----------|
| 16) Ask questions to learn more about what people are saying? | -1.00    |
| 4) Partner with external contacts to leverage resources?      | 0.00     |
| 6) Delegate authority and freedom to make decisions?          | 0.00     |
| 7) Keep people informed of changes in priorities?             | 0.00     |
| 8) Thank people for their efforts?                            | 0.00     |

### POSSIBLE DEVELOPMENTAL NEEDS WITH MANAGER

The following practices are are your possible Developmental Needs. These are the practices with the largest Average Gap Sizes.

| Practice  | Gap Size |
|---|----------|
| 5) Make decisions that reflect sound business judgment?                               | 2.00     |
| 30) Discuss career development opportunities?   | 1.00     |
| 26) Develop workable plans to achieve key goals?                                      | 1.00     |
| 24) Encourage others to take risks (and experiment) to develop new, better solutions? | 1.00     |
| 23) Present solutions that address customer needs?                                    | 1.00     |

## Overview Report

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### STRENGTHS WITH SUBTEAM

The following practices are the practices with the smallest Average Gap Sizes. These practices are your Strengths. Continue performing these in the future as you have in the past.

| Practice   | Gap Size |
|--|----------|
| 8) Thank people for their efforts?                       | -0.50    |
| 19) Balance optimism with reality?                       | -0.50    |
| 20) Treat mistakes as learning experiences?              | -0.50    |
| 3) Confront issues that are limiting team effectiveness? | 0.00     |
| 6) Delegate authority and freedom to make decisions?     | 0.00     |

### POSSIBLE DEVELOPMENTAL NEEDS WITH SUBTEAM

The following practices are are your possible Developmental Needs. These are the practices with the largest Average Gap Sizes.

| Practice  | Gap Size |
|---|----------|
| 24) Encourage others to take risks (and experiment) to develop new, better solutions? | 1.50     |
| 32) Provide feedback on performance in a constructive manner?                         | 1.00     |
| 30) Discuss career development opportunities?   | 1.00     |
| 23) Present solutions that address customer needs?                                    | 1.00     |
| 16) Ask questions to learn more about what people are saying?                         | 1.00     |

## Overview Report

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### STRENGTHS WITH DIRECT REP.

The following practices are the practices with the smallest Average Gap Sizes. These practices are your Strengths. Continue performing these in the future as you have in the past.

| Practice  | Gap Size |
|---|----------|
| 5) Make decisions that reflect sound business judgment?       | 0.00     |
| 12) Act in an honest, ethical manner?                         | 0.00     |
| 14) Listen to others people's ideas with an "open mind"?      | 0.00     |
| 15) Apply proven, up-to-date technology to business problems? | 0.00     |
| 19) Balance optimism with reality?                            | 0.00     |

### POSSIBLE DEVELOPMENTAL NEEDS WITH DIRECT REP.

The following practices are are your possible Developmental Needs. These are the practices with the largest Average Gap Sizes.

| Practice   | Gap Size |
|--|----------|
| 3) Confront issues that are limiting team effectiveness?       | 1.25     |
| 27) Bring together the right people to solve complex problems? | 1.00     |
| 20) Treat mistakes as learning experiences?                    | 1.00     |
| 17) Lead meetings in a timely, effective manner?               | 1.00     |
| 10) Mentor others to be effective leaders?                     | 1.00     |

## Summary Report

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### RESPONSES FROM MANAGER

The following list displays the practices on the survey for this group arranged by Average Gap Size.

| Practice   | Gap Size |
|--|----------|
| 16) Ask questions to learn more about what people are saying?                              | -1.00    |
| 4) Partner with external contacts to leverage resources?                                   | 0.00     |
| 6) Delegate authority and freedom to make decisions?                                       | 0.00     |
| 7) Keep people informed of changes in priorities?  | 0.00     |
| 8) Thank people for their efforts?   | 0.00     |
| 9) Show respect for the differences in people's values, beliefs, and cultural backgrounds? | 0.00     |
| 11) Give people the information they need to do their jobs?                                | 0.00     |
| 12) Act in an honest, ethical manner?  | 0.00     |
| 14) Listen to others people's ideas with an "open mind"?                                   | 0.00     |
| 17) Lead meetings in a timely, effective manner?   | 0.00     |
| 19) Balance optimism with reality?   | 0.00     |
| 21) Deal with people in a fair, consistent manner?   | 0.00     |
| 22) Remove barriers that prevent people from doing their job?                              | 0.00     |
| 25) Demonstrate up-to-date knowledge of industry issues and global trends?                 | 0.00     |
| 27) Bring together the right people to solve complex problems?                             | 0.00     |
| 28) Celebrate major accomplishments and milestones?  | 0.00     |
| 29) Anticipate changing conditions and priorities (rather than fighting change)?           | 0.00     |
| 31) Introduce new, creative ideas even when unpopular?                                     | 0.00     |
| 32) Provide feedback on performance in a constructive manner?                              | 0.00     |
| 1) Display trust by openly sharing information?  | 1.00     |
| 2) Discuss technical matters in a manner clear and understandable to business colleagues?  | 1.00     |
| 3) Confront issues that are limiting team effectiveness?                                   | 1.00     |
| 10) Mentor others to be effective leaders?   | 1.00     |
| 13) Identify problems/breakdowns in their early stages?                                    | 1.00     |
| 15) Apply proven, up-to-date technology to business problems?                              | 1.00     |
| 18) Communicate a clear strategy and direction?  | 1.00     |
| 20) Treat mistakes as learning experiences?  | 1.00     |
| 23) Present solutions that address customer needs?   | 1.00     |
| 24) Encourage others to take risks (and experiment) to develop new, better solutions?      | 1.00     |
| 26) Develop workable plans to achieve key goals?   | 1.00     |
| 30) Discuss career development opportunities?  | 1.00     |
| 5) Make decisions that reflect sound business judgment?                                    | 2.00     |

For the practices with the largest Gap Sizes, examine each practice to see how many people completed the surveys and the degree of change desired by the majority.

Select priorities to develop by also considering the importance of the practice and your ability to make the changes people desire.

## Summary Report

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### RESPONSES FROM SUBTEAM

The following list displays the practices on the survey for this group arranged by Average Gap Size.

| Practice   | Gap Size |
|--|----------|
| 8) Thank people for their efforts?   | -0.50    |
| 19) Balance optimism with reality?   | -0.50    |
| 20) Treat mistakes as learning experiences?  | -0.50    |
| 3) Confront issues that are limiting team effectiveness?                                   | 0.00     |
| 6) Delegate authority and freedom to make decisions?                                       | 0.00     |
| 9) Show respect for the differences in people's values, beliefs, and cultural backgrounds? | 0.00     |
| 10) Mentor others to be effective leaders?   | 0.00     |
| 11) Give people the information they need to do their jobs?                                | 0.00     |
| 12) Act in an honest, ethical manner?  | 0.00     |
| 13) Identify problems/breakdowns in their early stages?                                    | 0.00     |
| 14) Listen to others people's ideas with an "open mind"?                                   | 0.00     |
| 15) Apply proven, up-to-date technology to business problems?                              | 0.00     |
| 21) Deal with people in a fair, consistent manner?   | 0.00     |
| 26) Develop workable plans to achieve key goals?   | 0.00     |
| 28) Celebrate major accomplishments and milestones?  | 0.00     |
| 29) Anticipate changing conditions and priorities (rather than fighting change)?           | 0.00     |
| 4) Partner with external contacts to leverage resources?                                   | 0.50     |
| 5) Make decisions that reflect sound business judgment?                                    | 0.50     |
| 7) Keep people informed of changes in priorities?  | 0.50     |
| 17) Lead meetings in a timely, effective manner?   | 0.50     |
| 18) Communicate a clear strategy and direction?  | 0.50     |
| 22) Remove barriers that prevent people from doing their job?                              | 0.50     |
| 25) Demonstrate up-to-date knowledge of industry issues and global trends?                 | 0.50     |
| 27) Bring together the right people to solve complex problems?                             | 0.50     |
| 31) Introduce new, creative ideas even when unpopular?                                     | 0.50     |
| 1) Display trust by openly sharing information?  | 1.00     |
| 2) Discuss technical matters in a manner clear and understandable to business colleagues?  | 1.00     |
| 16) Ask questions to learn more about what people are saying?                              | 1.00     |
| 23) Present solutions that address customer needs?   | 1.00     |
| 30) Discuss career development opportunities?  | 1.00     |
| 32) Provide feedback on performance in a constructive manner?                              | 1.00     |
| 24) Encourage others to take risks (and experiment) to develop new, better solutions?      | 1.50     |

For the practices with the largest Gap Sizes, examine each practice to see how many people completed the surveys and the degree of change desired by the majority.

Select priorities to develop by also considering the importance of the practice and your ability to make the changes people desire.

## Summary Report

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### RESPONSES FROM DIRECT REP.

The following list displays the practices on the survey for this group arranged by Average Gap Size.

| Practice   | Gap Size |
|--|----------|
| 5) Make decisions that reflect sound business judgment?                                    | 0.00     |
| 12) Act in an honest, ethical manner?  | 0.00     |
| 14) Listen to others people's ideas with an "open mind"?                                   | 0.00     |
| 15) Apply proven, up-to-date technology to business problems?                              | 0.00     |
| 19) Balance optimism with reality?   | 0.00     |
| 28) Celebrate major accomplishments and milestones?  | 0.00     |
| 31) Introduce new, creative ideas even when unpopular?                                     | 0.00     |
| 1) Display trust by openly sharing information?  | 0.25     |
| 2) Discuss technical matters in a manner clear and understandable to business colleagues?  | 0.25     |
| 8) Thank people for their efforts?   | 0.25     |
| 9) Show respect for the differences in people's values, beliefs, and cultural backgrounds? | 0.25     |
| 25) Demonstrate up-to-date knowledge of industry issues and global trends?                 | 0.25     |
| 7) Keep people informed of changes in priorities?  | 0.50     |
| 13) Identify problems/breakdowns in their early stages?                                    | 0.50     |
| 18) Communicate a clear strategy and direction?  | 0.50     |
| 21) Deal with people in a fair, consistent manner?   | 0.50     |
| 22) Remove barriers that prevent people from doing their job?                              | 0.50     |
| 24) Encourage others to take risks (and experiment) to develop new, better solutions?      | 0.50     |
| 26) Develop workable plans to achieve key goals?   | 0.50     |
| 30) Discuss career development opportunities?  | 0.50     |
| 6) Delegate authority and freedom to make decisions?                                       | 0.75     |
| 11) Give people the information they need to do their jobs?                                | 0.75     |
| 16) Ask questions to learn more about what people are saying?                              | 0.75     |
| 23) Present solutions that address customer needs?   | 0.75     |
| 29) Anticipate changing conditions and priorities (rather than fighting change)?           | 0.75     |
| 32) Provide feedback on performance in a constructive manner?                              | 0.75     |
| 4) Partner with external contacts to leverage resources?                                   | 1.00     |
| 10) Mentor others to be effective leaders?   | 1.00     |
| 17) Lead meetings in a timely, effective manner?   | 1.00     |
| 20) Treat mistakes as learning experiences?  | 1.00     |
| 27) Bring together the right people to solve complex problems?                             | 1.00     |
| 3) Confront issues that are limiting team effectiveness?                                   | 1.25     |

For the practices with the largest Gap Sizes, examine each practice to see how many people completed the surveys and the degree of change desired by the majority.

Select priorities to develop by also considering the importance of the practice and your ability to make the changes people desire.

## COMMENTS

### ***Other Comments***

- John is a great guy to work with. If there's any area where he may need some improvement, it's in making sound business decisions.
- Keep up the good work. You've made great progress in the last year.
- John is a person of great integrity
- John does well with listening to other people's ideas
- John does well with applying up to date technology